

# Agency Name

## Employee Performance Review

**Employee Name:** Employee Name **Job Title:** Position  
**PCN:** Position Number **Division/Unit:** Department  
**Supervisor/Manager:** Manager's Name  
**Review Period:** Review Start Date to Review End Date  
**Date:** Review Date

### Type of Review:

☐ Annual Review ☐ Promotion Probation  
☐ Entrance Probation ☐ Other \_\_\_\_\_

### Overall Rating:

☐ Exemplary Performance  
☐ Solid Sustained Performance  
☐ Achieves Performance Standards  
☐ Does Not Achieve Performance Standards

### EMPLOYEE COMMENTS:

(Attach additional pages.)

### SIGNATURE SECTION

**Employee Signature**

**Date**

(Signature acknowledges discussion of evaluation, but does not necessarily imply agreement.)

**Reviewer/Manager Signature**

**Date**

(Signature acknowledges that this appraisal and key responsibilities have been discussed with the employee.)

**Director's Signature**

**Date**

|                |                      |
|----------------|----------------------|
| Employee Name: | <u>Employee Name</u> |
| Job Title:     | <u>Position</u>      |

## RATING GUIDE:

### **EX - Exemplary Performance**

This employee performs at a level that results in significant accomplishments that may not have been otherwise achieved.

### **SS - Solid Sustained Performance**

This employee demonstrates good solid performance in managing work expectations; exhibits sustained support of organizational goals.

### **APS - Achieves Performance Standards**

This employee meets job expectations.

### **OR**

This employee is developing new skills and gaining new knowledge.

### **DNA - Does Not Achieve Performance Standards**

This employee's performance needs improvement and/or is inconsistent.

## KEY RESPONSIBILITIES

*List the employee's key responsibilities or primary purpose:*

## REVIEW OF OBJECTIVES

*Record objectives from the previous review period in the space below and discuss the extent to which each objective was fulfilled. Also describe changes (if any) to original objectives.*

**Objective 1:**

**Objective 2:**

## EMPLOYEE PERFORMANCE STANDARDS

*The following standards must be addressed. Information under For Example: is intended to assist the supervisor in addressing individual employee performance.*

### Customer Service

**This describes how well the employee works with internal and external customers to achieve desired results and maintain positive relationships.**

For Example: Responds to customers expectations within parameters of the department's mission and goals. Communicates positively with internal and external customers. Handles problems professionally, efficiently, timely, and creatively. Keeps internal and external customers and supervisors informed of project status and possible controversial issues or situations. Provides consultation or technical assistance to others. Looks for opportunities to provide better service. Takes pride in service provided.

Comments:

### Interpersonal Skills

**This describes how well the employee establishes and maintains effective work relationships. Demonstrates good communication and listening skills.**

For Example: Shows support and respect for others. Willingly participates in work group activities. Demonstrates good communication and listening skills. Resolves conflict situations promptly and appropriately while remaining open to discussion. accepts feedback and coaching as means of developing skills. Seeks others' opinion when necessary. Uses clear and understandable language in presenting information, both orally and in writing. Ensures the communication medium is appropriate for the message and is professional and appropriate. Models good work ethics and practices.

Comments:

### Dependability:

**This describes how well the employee completes assigned work in a timely manner. The employee meets attendance requirements.**

For Example: Meets and follows through with job expectations, goals, and commitments in a timely manner. Takes personal responsibility for actions and performance. Requests leave in advance, ensures coverage, and meets attendance/punctuality requirements.

Comments:

### Quality:

**This describes the employee's work in terms of consistency, thoroughness, and accuracy.**

For Example: Ensures work product/service is reliable, thorough, meets users needs, and is aligned with department mission and values. Considers aspects and consequences before taking action. Completes work accurately and thoroughly. Demonstrates commitment to quality; continuously looks for improvements, participates in team, self, and department quality improvement opportunities.

Comments:

### **Productivity:**

**This describes how the employee manages and completes workload expectations and demonstrates the knowledge and skills needed to do the job.**

For Example: Demonstrates the knowledge and skills needed to do the job. Can work independently or with others. Completes tasks and manages time well. Prioritizes tasks to meet deadlines. Volunteers for additional work and willingly assumes new responsibilities. anticipates problems and takes necessary corrective action to prevent or lessen problems. Manages a fair workload. Actively participates in the decision making process. Stays focused under pressure.

Comments:

### **Adaptability/Flexibility**

**This describes how well the employee adapts to change and is open to different and new ways of doing things.**

For Example: Demonstrates capability to adapt to new, different, or changing work requirements or procedures. Is flexible and open-minded. Participates in change processes in a positive manner. Demonstrates a can-do attitude when faced with challenging situations or conflicts. Switches tactics and strategies when planned approaches do not work. Is willing to modify one's preferred way of doing things. Adapts communication and work style to the situation.

Comments:

### **Work Environment/Safety**

**This describes how well the employee promotes a respectful workplace and complies with general conditions of employment, EEO, security, and workplace safety policies.**

For Example: Acts in accordance with a respectful workplace environment, free from harassment, discrimination, and violence. Maintains confidentiality of information as it pertains to fellow employees and workplace issues. Maintains documents, files and records (electronic and paper) in a secure and confidential manner. Complies with general conditions of employment, EEO, security, and workplace safety policies. Keeps the workplace clean, secure, and supports safety programs.

Comments:

### **ADDITIONAL EMPLOYEE PERFORMANCE STANDARDS**

*Use this section to describe employee performance in **additional job related work areas such as Job Knowledge, Team Work and Integrity/Ethics**. Typically, an additional three to five performance factors should be selected which address the employee's primary focus and performance. [Select "Insert" from command menu to insert desired performance topic.]*

## PERFORMANCE SUMMARY

*Use this section to summarize the employee's performance in the last review period, and to provide an overall rating if applicable. When providing comments, consider the employee's performance against objectives, key issues from the Employee Performance section above, and strengths/potential improvements.*

|                 |   |
|-----------------|---|
| <b>Summary:</b> | Overall Performance Rating:<br><input type="checkbox"/> Exemplary Performance<br><input type="checkbox"/> Solid Sustained Performance<br><input type="checkbox"/> Achieves Performance Standards<br><input type="checkbox"/> Does Not Achieve Performance Standards |
| Comments:       |   |

## OBJECTIVES FOR NEXT REVIEW PERIOD

*Use the following section to record objectives for the next review period.*

**Objective 1:**

**Objective 2:**

## EMPLOYEE DEVELOPMENT PLAN

*This section should be completed after employee and manager have agreed upon desired areas of improvement and development needs related to upcoming goals. It should include developmental objectives, corresponding development activities (on the job, formal training, etc.), and measurements and time frames for completion.*

**Developmental Objective 1:**

**Developmental Objective 2:**

## Rating Levels Definitions

Use the following definitions to assist you in establishing an overall rating level for each employee. To select a rating, an employee's performance should fit most closely in the category chosen. Not all items may apply to your situation. All ratings require justification/explanation in the Summary Statement in the appraisal document.

### Exemplary

#### **Supervisor/Manager**

This employee performs at a level that results in significant accomplishments that may not have been otherwise achieved; has a strong sense of mission and seeks out responsibility; shows a comprehensive understanding of the organization's goals and is exemplary in meeting them. This employee is a master of the skills and abilities required for the job; is highly knowledgeable; is sought by others for leadership, counsel, information, and/or direction. This employee may mentor or teach others; creates and maintains a motivating environment conducive to retention; is a role model for behaviors necessary for success.

This employee demonstrates excellent leadership skills; develops effective working partnerships with other managers, teams, units, agencies, and/or external customers; has a significant positive impact on the achievement of organizational goals. This employee is proactive and demonstrates foresight in correcting situations that may cause future problems; demonstrates innovation in meeting organizational challenges. This employee demonstrates behaviors that foster positive communication at multiple levels; inspires, challenges, and provides development opportunities for staff.

#### **Non-Supervisory Employee**

This employee performs at a level that results in significant accomplishments that may not otherwise have been achieved. This employee seeks out responsibility; shows a comprehensive understanding of the of the job objectives and is exemplary in meeting them. This employee is a master of the skills and abilities required for the job; is highly knowledgeable; may be sought out by others for job leadership, counsel, information, and/or direction. This employee may mentor or teach others; is a team player; creates and maintains positive working relationships; is a role model for behaviors necessary for success.

This employee may demonstrate leadership skills. Difficult assignments are handled intelligently and effectively. This employee produces an exceptional quantity of work, often ahead of schedule and with little supervision. This employee develops effective working relationships with others; improves cooperation among participants in the workplace and prevents misunderstandings. This employee is proactive and demonstrates foresight in correcting situations that may cause future problems. This employee demonstrates innovation in meeting work demands.

## **Solid Sustained**

### **Supervisor/Manager**

This employee demonstrates good solid performance in managing work expectations; exhibits sustained support of organizational goals. This employee is effective, consistent, and competent in working and communicating with staff; trains and guides staff and holds them accountable to meet job expectations and objectives; demonstrates behaviors that result in positive working relationships. This employee consistently demonstrates good knowledge, skills, and abilities required to meet job expectations.

This employee has the ability to handle a variety of interpersonal situations. This employee occasionally performs above expectations in meeting deadlines, using critical thinking skills, and creativity to accomplish tasks, projects, and objectives. This employee may seek out additional responsibility.

### **Non-Supervisory Employee**

This employee demonstrates good solid performance in critical areas and exhibits sustained support of goals; is effective, consistent and competent in meeting job expectations. This employee demonstrates behaviors that result in positive working relationships; consistently demonstrates good knowledge, skills, and abilities required to meet job expectations.

This employee has the ability to handle a variety of interpersonal situations. This employee occasionally performs above expectations in meeting deadlines, using critical thinking skills and creativity to accomplish tasks, projects, and objectives. This employee may seek out additional responsibility.

## **Achieves Performance Standards**

This employee meets job expectations. Employee may sometimes require more supervision, and work may require more revision or adjustment to meet expectations. Assignments are completed but occasionally require assistance from supervisor or peers.

**OR**

This employee is developing new skills and gaining new knowledge, leading toward performing all expectations and objectives of the job. This employee may be new to the position or job duties and may not have completed a full work cycle; this employee is still learning the job. This employee may need time to develop skills to be more proficient in the current position.

## **Does Not Achieve Performance Standards**

This employee's performance needs improvement and/or is inconsistent. This employee may fail to meet one or more core performance standards and/or key job expectations.